

# City of Detroit

## CITY COUNCIL

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ANNE MARIE LANGAN  
DEPUTY DIRECTOR  
(313) 224-1078

TO: Dan Carmody, President  
Eastern Market Corporation

FROM: Irvin Corley, Jr., Fiscal Analysis Director

DATE: May 4, 2010

RE: 2010-2011 Budget Analysis

24.

Attached is our budget analysis regarding your department's budget for the upcoming 2010-2011 Fiscal Year.

Please be prepared to respond to the issues/questions raised in our analysis during your scheduled hearing on **Thursday, May 6, 2010 at 11:00 a.m.** We would then appreciate a written response to the issues/questions at your earliest convenience subsequent to your budget hearing. Please forward a copy of your responses to the Councilmembers and the City Clerk's Office.

Please contact us if you have any questions regarding our budget analysis.

Thank you for your cooperation in this matter.

IC:ss

Attachment

cc: Councilmembers  
Council Divisions  
Auditor General's Office  
Pam Scales, Budget Department Director  
Norman White, Chief Financial Officer  
Renee Short, Budget Department  
Kamau Marable, Mayor's Office

## **Eastern Market Corporation**

### **FY 2010-11 Budget Analysis by the Fiscal Analysis Division**

#### **Summary**

On June 20, 2006, the Detroit City Council authorized a Management and Promotion Agreement between the City of Detroit and the Eastern Market Corporation (EMC) wherein the EMC will operate the public market and promote economic development in the approximate one square mile Market District. Eastern Market operations have been officially transferred to the Eastern Market Corporation. The agreement calls for the City of Detroit to retain ownership of the property.

The Eastern Market Corporation is a non-profit "umbrella organization" created to equally include representatives of the City of Detroit, Eastern Market stakeholders and persons with a special interest in the market, including corporate and foundations.

The mission of the Eastern Market Corporation is to mobilize leadership and resources to achieve stakeholders vision for the Eastern Market District and make the Eastern Market the undisputed center for fresh and nutritious food in southeast Michigan.

Eastern Market Detroit is the largest historic public market district in the United States. Founded in 1891 the market is home to both retail and wholesale sales. Every Saturday, Michigan's largest market is host to more than 150 farmers and vendors from Michigan, Ohio, and Canada.

The Eastern Market Corporation's Consolidated Budget for FY 2009-2010 (attached) includes revenues of \$2,080,400. The source of the revenue is generated primary from \$781,000 in Foundation/trust grants and revenue from program-related fees of \$868,900, which include \$610,000 from annual stall leases (shed revenue), \$95,000 from parking revenue (USDA & Tailgate parking) and revenue from various other budgeted sources. The Budget for EMC includes expenses of \$2,072,067. The expenses include Salaries & benefits and related expenses of \$955,643 and Building, Business and all other non-personnel related expenses of \$1,116,424. Based on this budget, there is an \$8,333 projected surplus for FY 2009-2010.

To date, the EMC 2010-11 budget has not been adopted, despite the fact the Market's fiscal year runs concurrent to the City's.

#### **The Eastern Market Corporation Work Plan calls for the following:**

- Renovation of Sheds 2, 3, and 5 for increased days of operation.
- Establishing the Market as Southeast Michigan's food center.
- Establishing an education center and community outreach at Eastern Market.
- Streetscape and public space improvements
- Support of existing businesses and attraction of new businesses and residential development to the Market district.



Eastern Market Corporation has formulated a series of seven initiatives.

**Initiatives:**

1. Create a flexible-use market space that will integrate market sheds and the adjacent retail store frontage into a Market Square. This will increase the market's days and hours of use, celebrate its historical character and allow market businesses to capitalize on event audiences.
2. Increase the metropolitan Detroit community's accessibility to high quality farm-fresh produce, attract new seasonal growers, and re-establish the market as a premier center for fresh foods through the creation of improved fresh food vendor stalls in historic Shed 2.
3. Improve winterization and add refrigeration to the market's Shed 3 to create a year-round and predictable destination for a healthy array of fresh and specialty foods.
4. Create a new resource to engage the community with food, farm, and nutrition-relation educational programs, add visitor amenities, and enhance the market as an attractive destination through the construction a new Market Services and Food Education Center.
5. Broaden the market's strength in plants and flowers by adding retail greenhouse space to Shed 5 to foster year-round sales.
6. Encourage economically sustainable agriculture product, foster rural-urban educational partnerships and cultivate entrepreneurial opportunity for fresh food producers.
7. Invest in the infrastructure of the market to increase visibility, security, and access resulting in an improved identity, attractiveness and a people-friendly experience.

Eastern Market impact on the 2010-11 FY Budget

In the 2010-11 fiscal year, the Eastern Market has no significant impact on the City Budget.

Issues and Questions

The Eastern Market Corporation Work Plan indicates that the renovation of Sheds 2, 3, and 5 will assist in increasing the days of operation for the Eastern Market.

- The work for Shed 2 projected at \$1.7 million, is completed and it reopened April 18, 2009. Has this work had an impact on revenue for the Market?
- The work for Shed 3 was projected at \$3.9 million. What's the current status of this project? Has this impacted market revenue?
- The work for Shed 5 projected at \$1.2 million. What's the current status of this project? Has this impacted market revenue?

- Are there any concrete plans for the EMC to increase its number of days of operation? If yes, when? If no, why not?

EMC's budget includes \$955,643 for salary and benefits for 2010.

- How many full and part-time positions are included in this budget?
- How many of the positions are vacant?

Considering the current state of the economy both locally and nationally has the EMC found it difficult to meet its revenue projections based on the level of both public and private donations? If yes, how much?

Last year, the EMC projected a budget surplus in excess of \$200,000. How accurate was that projection?

Are there any plans to advertise on television to encourage more shoppers to the market to purchase fresh food, in order to generate additional revenue to the market?

Just to be clear, is there any City subsidy to the market?

When do you anticipate you will adopt the EMC 2010-11 budget?

Attachments: Eastern Market Corporation FY 2009-2010 Consolidated Budget  
Eastern Market Council Update

IC:DH



Consolidated Budget FY 2009/10		Total	Operations	Marketing	Business Development	Fundraising	Administration
<b>REVENUES</b>							
4000	Revenue from direct contributions:						
4010	Individual contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4020	Corporate contributions	\$ 126,000	\$ 15,671	\$ 85,036	\$ 11,221	\$ 3,015	\$ 11,056
4075	Corporate sponsorships	\$ 42,500	\$ -	\$ 42,500	\$ -	\$ -	\$ -
4085	Uncollectible pledges - estimated	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Total Revenue from direct contributions</i>	\$ 168,500	\$ 15,671	\$ 127,536	\$ 11,221	\$ 3,015	\$ 11,056
4100	Donated goods & services revenue:						
4110	Donated professional services-GAAP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4120	Donated other services - non-GAAP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4130	Donated use of facilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4140	Gifts in kind - goods	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Total Donated goods &amp; services revenue:</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4200	Revenue from grants:						
4210	Corporate/business grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4230	Foundation/trust grants	\$ 781,000	\$ 235,378	\$ 165,721	\$ 168,542	\$ 45,292	\$ 166,087
4250	Nonprofit organization grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Total Revenue from non-government grants:</i>	\$ 781,000	\$ 235,378	\$ 165,721	\$ 168,542	\$ 45,292	\$ 166,087
4400	Revenue from indirect contributions:						
4410	United Way or CFC contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4420	Affiliated organizations revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4430	Fundraising agencies revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Total Revenue from indirect contributions:</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4500	Revenue from government grants:						
4510	Agency (government) grants	\$ 20,000	\$ 7,474	\$ 3,614	\$ 4,488	\$ -	\$ 4,423
4520	Federal grants	\$ 60,000	\$ 18,686	\$ 19,036	\$ 11,221	\$ -	\$ 11,056
4530	State grants	\$ 15,000	\$ 5,606	\$ 2,711	\$ 3,366	\$ -	\$ 3,317
4540	Local government grants	\$ 81,000	\$ -	\$ 58,000	\$ 23,000	\$ -	\$ -
	<i>Total Revenue from government grants:</i>	\$ 176,000	\$ 31,767	\$ 83,361	\$ 42,076	\$ -	\$ 18,796
5100	Revenue from program-related sales & fees:						
5105	Annual stall leases	\$ 610,000	\$ 191,186	\$ 110,240	\$ 136,899	\$ 36,788	\$ 134,888
5110	Day stall leases	\$ 73,200	\$ 21,939	\$ 15,850	\$ 15,710	\$ 4,222	\$ 15,479
5120	Summer flower stalls	\$ 41,700	\$ 5,015	\$ 28,592	\$ 3,591	\$ 965	\$ 3,538
5130	Christmas stalls	\$ 15,000	\$ 4,701	\$ 2,711	\$ 3,366	\$ 905	\$ 3,317
5150	Reserved parking	\$ 14,000	\$ 2,821	\$ 6,626	\$ 2,020	\$ 543	\$ 1,990
5160	State parking	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5170	USDA parking	\$ 10,000	\$ 3,134	\$ 1,807	\$ 2,244	\$ 603	\$ 2,211
5180	Tailgate parking	\$ 85,000	\$ 26,641	\$ 15,361	\$ 19,076	\$ 5,126	\$ 18,796
5195	Farm stand program	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -
	<i>Total Revenue from program-related sales &amp; fees:</i>	\$ 868,900	\$ 255,437	\$ 181,187	\$ 202,905	\$ 49,151	\$ 180,219
5200	Revenue from dues:						
5210	Membership dues-individuals	\$ 50,000	\$ 15,671	\$ 9,036	\$ 11,221	\$ 3,015	\$ 11,056
5220	Assessments and dues-organizations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Total Revenue from dues:</i>	\$ 50,000	\$ 15,671	\$ 9,036	\$ 11,221	\$ 3,015	\$ 11,056
5300	Revenue from investments:						
5310	Interest-savings/short-term investments	\$ 7,000	\$ 2,194	\$ 1,265	\$ 1,571	\$ 422	\$ 1,548
5320	Dividends & interest - securities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5360	Other investment income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5370	Securities sales - gross	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5375	Securities sales cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Total Revenue from investments:</i>	\$ 7,000	\$ 2,194	\$ 1,265	\$ 1,571	\$ 422	\$ 1,548
5400	Revenue from other sources:						
5440	Gross sales - inventory	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5445	Cost of inventory sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5450	Advertising revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5490	Misc revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Total Revenue from other sources:</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5800	Special events:						
5810	Special events - non-gift revenue	\$ 30,000	\$ 9,403	\$ 5,422	\$ 6,733	\$ 1,809	\$ 6,634
5820	Special events - gift revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Total Revenue from Special Events</i>	\$ 30,000	\$ 9,403	\$ 5,422	\$ 6,733	\$ 1,809	\$ 6,634
6800	Unrealized gain (loss):						
6810	Unrealized gain (loss) - investments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6820	Unrealized gain (loss) - other assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Total Unrealized gain (loss):</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue</b>		<b>\$ 2,080,400</b>	<b>\$ 565,520</b>	<b>\$ 573,529</b>	<b>\$ 444,270</b>	<b>\$ 102,705</b>	<b>\$ 395,376</b>

EXPENSES							
Personnel Expense							
7200	Salaries & related expenses:						
7210	Officers & directors salaries	\$ 712,195	\$ 220,780	\$ 140,355	\$ 156,683	\$ 42,732	\$ 151,645
7220	Salaries & wages - other	\$ 45,344	\$ -	\$ -	\$ 7,280	\$ -	\$ 38,064
7230	Pension plan contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7240	Employee benefits - not pension	\$ 133,848	\$ 51,034	\$ 13,834	\$ 24,068	\$ 6,583	\$ 38,329
7250	Payroll taxes, etc.	\$ 64,256	\$ 17,718	\$ 9,582	\$ 13,591	\$ 3,443	\$ 19,922
	Total Personnel Expense	\$ 955,643	\$ 289,532	\$ 163,771	\$ 201,622	\$ 52,758	\$ 247,960
Other Than Personnel Expense							
7510	Fundraising fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7520	Accounting fees	\$ 19,500	\$ 6,112	\$ 3,524	\$ 4,376	\$ 1,176	\$ 4,312
7530	Legal fees	\$ 20,000	\$ 6,268	\$ 3,614	\$ 4,488	\$ 1,206	\$ 4,423
7540	Professional fees - other	\$ 32,000	\$ -	\$ -	\$ 32,000	\$ -	\$ -
7550	Temporary help - contract	\$ 74,025	\$ 11,126	\$ 44,941	\$ 7,967	\$ 2,141	\$ 7,850
7555	Contract security	\$ 103,700	\$ 30,715	\$ 23,411	\$ 21,994	\$ 5,910	\$ 21,670
7580	Donated professional services - GAAP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7590	Donated other services - non-GAAP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Nonpersonnel expenses:							
8100	Office Equipment	\$ 2,000	\$ 627	\$ 361	\$ 449	\$ 121	\$ 442
8110	Office Supplies	\$ 11,700	\$ 3,291	\$ 1,898	\$ 3,556	\$ 633	\$ 2,322
8120	Equipment Lease	\$ 14,150	\$ 3,134	\$ 5,957	\$ 2,244	\$ 603	\$ 2,211
8130	Telephone & telecommunications	\$ 13,700	\$ 3,667	\$ 2,114	\$ 4,626	\$ 706	\$ 2,587
8135	Software systems	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8140	Internet Service	\$ 1,600	\$ 501	\$ 289	\$ 359	\$ 96	\$ 354
8145	Postage & shipping	\$ 6,600	\$ 1,567	\$ 2,504	\$ 1,122	\$ 302	\$ 1,106
8150	Mailing services	\$ 3,000	\$ 940	\$ 542	\$ 673	\$ 181	\$ 663
8170	Printing & copying	\$ 15,000	\$ 2,100	\$ 9,361	\$ 1,654	\$ 404	\$ 1,482
8180	Books, subscriptions, references	\$ 1,200	\$ 313	\$ 381	\$ 224	\$ 60	\$ 221
8195	Farm stand market supplies	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -
Facility & equipment expenses:							
8200	Security Technology & Alarm	\$ 44,000	\$ 13,540	\$ 7,807	\$ 10,495	\$ 2,605	\$ 9,553
8220	Groundskeeping	\$ 104,550	\$ 28,772	\$ 29,340	\$ 20,602	\$ 5,536	\$ 20,299
8230	Building maintenance & repair	\$ 61,500	\$ 19,275	\$ 11,114	\$ 13,802	\$ 3,709	\$ 13,599
8240	Capital Equipment	\$ 13,000	\$ 10,000	\$ 3,000	\$ -	\$ -	\$ -
8250	Purchases (inventory)	\$ 2,800	\$ -	\$ -	\$ 2,800	\$ -	\$ -
8260	Equipment repair & maintenance	\$ 9,000	\$ 9,000	\$ -	\$ -	\$ -	\$ -
8270	Market supplies	\$ 35,550	\$ 18,600	\$ 16,950	\$ -	\$ -	\$ -
8275	Gasoline	\$ 800	\$ 251	\$ 145	\$ 180	\$ 48	\$ 177
8280	Depreciation expense	\$ 253,000	\$ 79,295	\$ 45,722	\$ 56,779	\$ 15,258	\$ 55,945
8285	Catering	\$ 5,000	\$ -	\$ 3,250	\$ 1,000	\$ -	\$ 750
Travel & meetings expenses:							
8300	Travel	\$ 13,500	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	\$ 7,500
8315	Meals & entertainment	\$ 5,000	\$ 500	\$ 2,000	\$ 1,000	\$ -	\$ 1,500
8320	Conferences, conventions, meetings	\$ 4,800	\$ 500	\$ 300	\$ 1,500	\$ -	\$ 2,500
Other expenses:							
8500	Interest-general	\$ 1,200	\$ 376	\$ 217	\$ 269	\$ 72	\$ 265
8520	Insurance - non-employee related	\$ 21,000	\$ 6,582	\$ 3,795	\$ 4,713	\$ 1,266	\$ 4,644
8530	Membership dues - organization	\$ 2,400	\$ -	\$ -	\$ 900	\$ -	\$ 1,500
8540	Staff development	\$ 8,000	\$ 2,507	\$ 1,446	\$ 1,795	\$ 482	\$ 1,769
8550	Program Entertainment	\$ 30,000	\$ -	\$ 30,000	\$ -	\$ -	\$ -
8560	Outside computer services	\$ 1,620	\$ 508	\$ 293	\$ 364	\$ 98	\$ 358
8570	Advertising expenses	\$ 79,800	\$ -	\$ 76,300	\$ 3,500	\$ -	\$ -
8580	Contingency provisions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8585	Supplies	\$ 760	\$ -	\$ -	\$ 760	\$ -	\$ -
8590	Other expenses	\$ 8,300	\$ -	\$ -	\$ 8,300	\$ -	\$ -
Business expenses:							
8600	Bank fees	\$ 2,500	\$ 784	\$ 452	\$ 561	\$ 151	\$ 553
8615	Payroll Expense	\$ 1,069	\$ 335	\$ 193	\$ 240	\$ 64	\$ 236
8620	Sales taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8630	Marketing	\$ 63,600	\$ -	\$ 62,000	\$ 1,600	\$ -	\$ -
8640	Licenses, registrations, permits	\$ 5,500	\$ -	\$ 5,500	\$ -	\$ -	\$ -
8660	Fines, penalties, judgments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8670	Organizational (corp) expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total OTPS	\$ 1,116,424	\$ 263,187	\$ 400,721	\$ 238,893	\$ 42,830	\$ 170,792
Total Expenses		\$ 2,072,067	\$ 552,719	\$ 564,492	\$ 440,515	\$ 95,588	\$ 418,752
NET SURPLUS (DEFICIT)		\$ 8,333	\$ 12,801	\$ 9,037	\$ 3,754	\$ 7,116	\$ (23,377)





Eastern Market Corporation (EMC) is a non-profit corporation established in 2006, governed by a 21 member Board of Directors that represents the three key stakeholder groups that make up Eastern Market:

- ✓ **Vendors and Merchants:** those that grow and/or sell products at the Market.
- ✓ **City of Detroit:** the municipality that owns the market's assets and represents the residents who buy products at the market.
- ✓ **Greater community:** those who work for a more vibrant local food system and who have special interest, talents, or resources that can help build a



## Different markets at Eastern Market



**Retail Market** – Year-round Saturday market including vendors under the sheds and merchants in the district. Pre-development of a Sunday Market and a weekday evening market is underway.



**The AM Market** – or wholesale market comprised of growers under the sheds and distribution companies in the district that operate in the early am hours when most people are sleeping.



**Independent Food Processors and Distributors** – more than 80 independent food related businesses can be found in the area around the market.



**Plant & Flower Market / Special Events** wholesale and retail plant growers make for a big spring at Eastern Market. While use of market facilities for a wide variety of other functions is important to build traffic to the District and to foster conviviality.

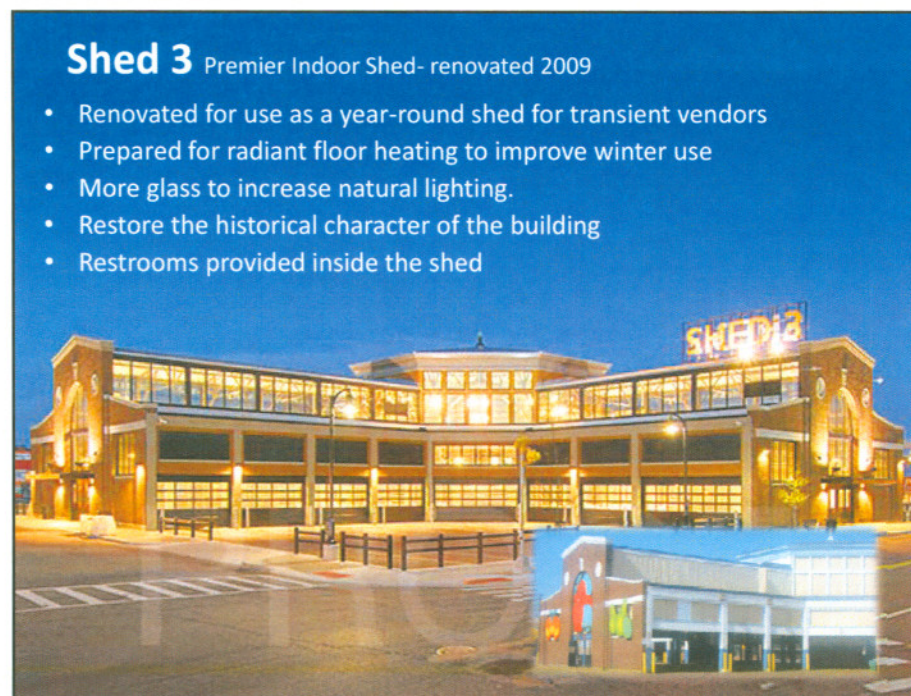
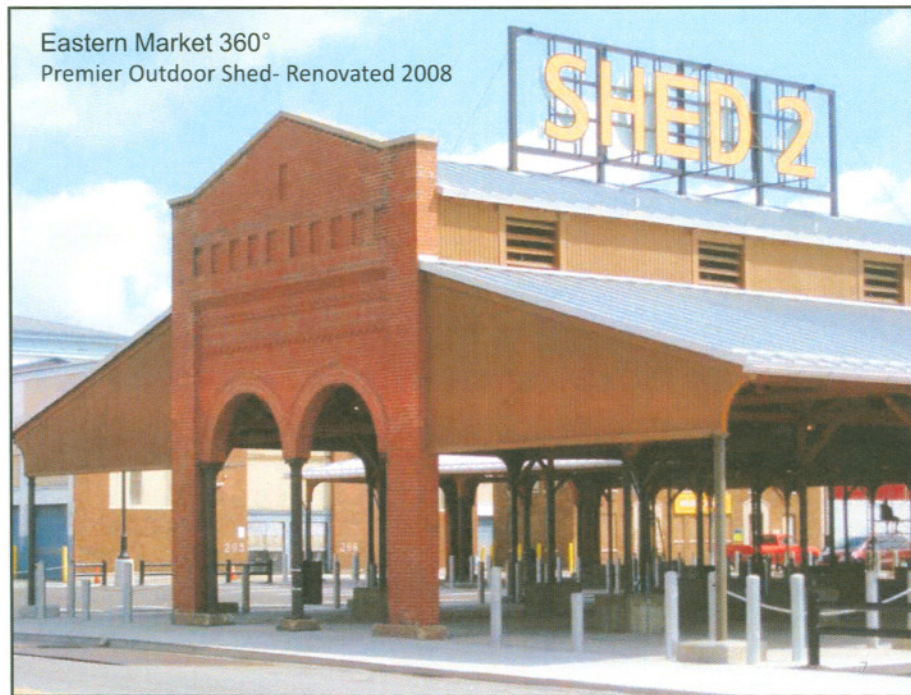


**Eastern Market 360° Capital Improvement Plan Seven key objectives:**

- **Boost local economy**  
Improve performance of local growers, processors, and distributors and retain more of the region's food expenditures locally to create more jobs, taxes, and household income.
- **Improve public health**  
Foster improve food literacy by celebrating the region's rich food cultures. Teach children and their families about the importance of eating choices to their health and well-being.
- **Retain authenticity**  
Eastern Market is one of Detroit's historic gems, resist the temptation of over improvement, and keep the focus on food.
- **Improve flexibility**  
Make winter markets as compelling as summer ones and make it more usable for special events to fulfill the markets roles as a gathering place.
- **Increase long term viability**  
Improve climate control, safety, parking, creature comforts, and new facilities without impairing financial sustainability.
- **Expand district business activity**  
Strengthen food processing, distribution, and retailing and encourage a yeasty mix of uses within the District.
- **Limit disruption**  
Complete major projects while minimizing disruption to existing businesses.

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Eastern Market 360°

## Shed 4

Planned Market Hall & Education Center



New two-story building with permanent vendors operating a minimum of four days per week to help improve access to fresh foods in the City of Detroit and improve retail traffic to the District. Facilities include:

- Food hall, demonstration kitchen, and destination restaurant on ground level
- Education center and teaching kitchens on second level
- Fully integrated into the existing parking deck

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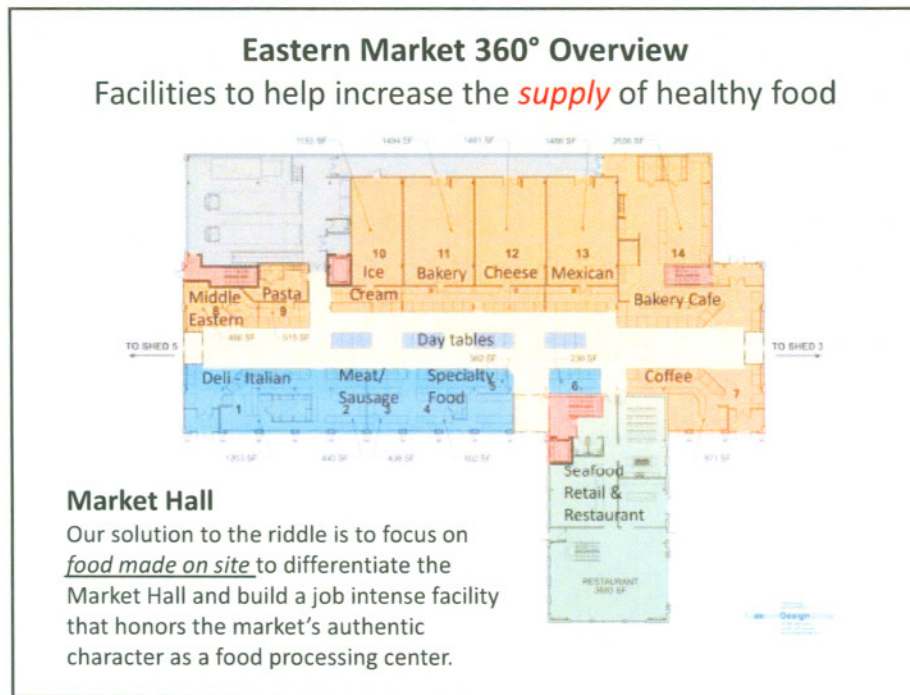
## Eastern Market 360°

Increasing *supply* of healthy food in sustainable facilities

The riddle for a Market Hall operation is to build a facility that does not duplicate nearby food retail *and* is compelling enough to draw from a wide geographic area like the Saturday Market which attracts both city and suburban customers.



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### Eastern Market 360°

Facilities to help increase the *demand* for healthy food



#### Education Center

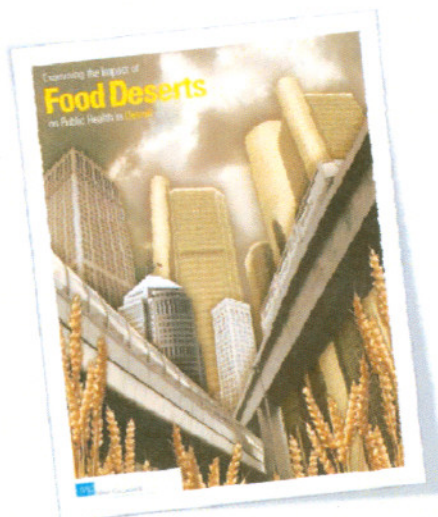
- Second floor classroom complex that can be configured into one room accommodating 150 - 200 people or divided for smaller meetings.
- Teaching Kitchens for a wide variety of learning opportunities and community building around good, local food.

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### Eastern Market 360°

Programs to increase the *demand* for and *supply* of healthy food

- Regardless of our work to build a much improved market many residents, especially those with poor access to healthy food, cannot get to Eastern Market.
- We are engaged in a wide set of experiments to take Eastern Market to poorly served populations.



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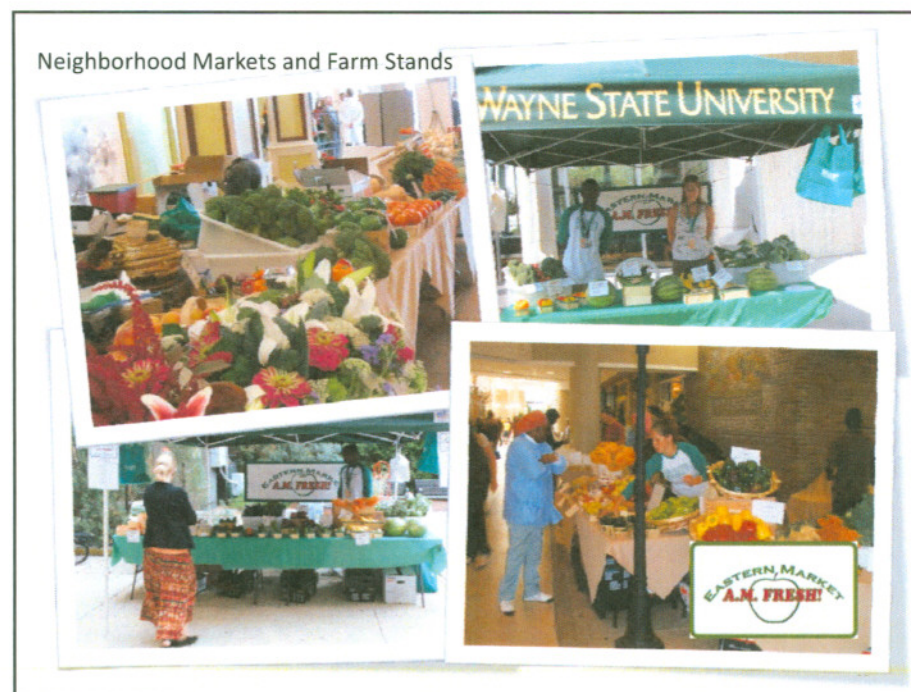
**Eastern Market 360°**  
 Programs to help increase the *supply* of healthy food

### Alternative Food Distribution Methods

- **Fresh Food Share**  
 A CSA-styled box of food delivered monthly in collaboration with Gleaners Community Food Bank, the Fair Food Network, and the Greening of Detroit.
- **MI Neighborhood Food Movers**  
 Supporting a State of Michigan initiative by providing logistics support to neighborhood based entrepreneurs vending produce via truck routes.
- **Corner Store Programs**  
 Cooperative effort to get healthy eating options from Eastern Market into neighborhood convenience stores
- **Neighborhood Markets and Farm Stands**  
 Developing a system of support to encourage and sustain neighborhood markets and provide farm stands at locations unable or unwilling to support a market.

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## Eastern Market 360°

Programs to help increase the *demand* for healthy food

Marketing, outreach, and educational efforts to encourage better food choices:



### Bridge Card

Eastern Market is the largest farmer's market in the country with regard to SNAP benefits having passed \$200,000 in benefits from recipients to farmers in 30 months.

### Mo' Bucks

Voucher program to create an incentive for SNAP benefit recipients to eat fresh fruit and veggies while supporting local farmers.

### Market Programming

Eastern Market has begun to integrate cooking demonstrations into retail market days and is adding kitchens to improve education and outreach efforts.





- Expand towards Russell Street to provide retail space at the heart of the market.
- Geothermal heating via radiant concrete floors to increase winter use.

✓ Plant and Flower Center

✓ Community Kitchen

✓ Artisan Plaza

Eastern Market 360°  
**Shed 5**



Eastern Market 360°  
**Sheds 5 & 6**  
Landscape Center

Carefully integrating Sheds 5 and 6 with new mixed-use buildings to create a sales environment for greater variety of landscape plants and supplies.





Eastern Market 360°



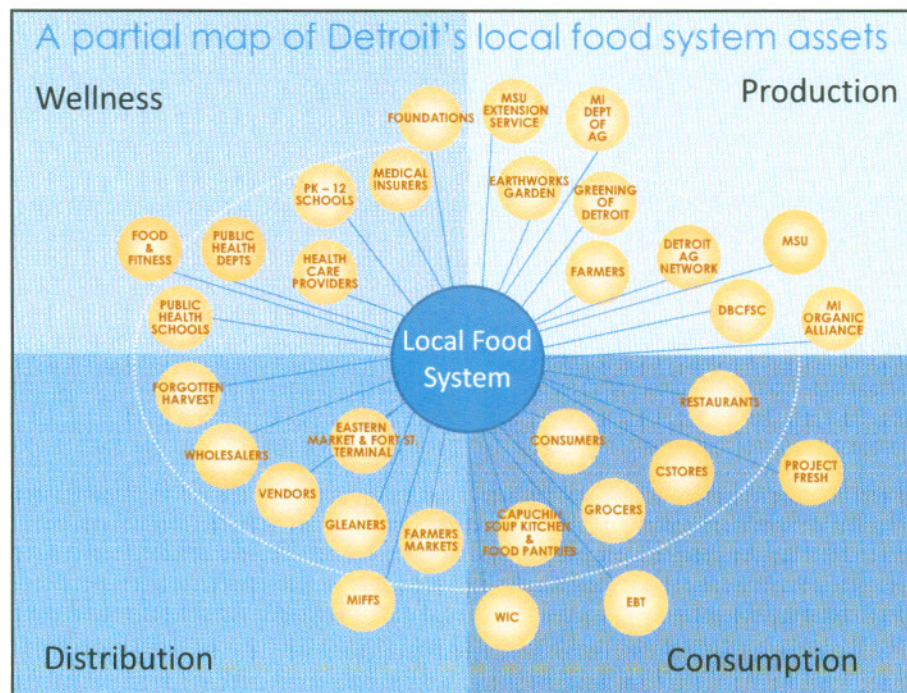
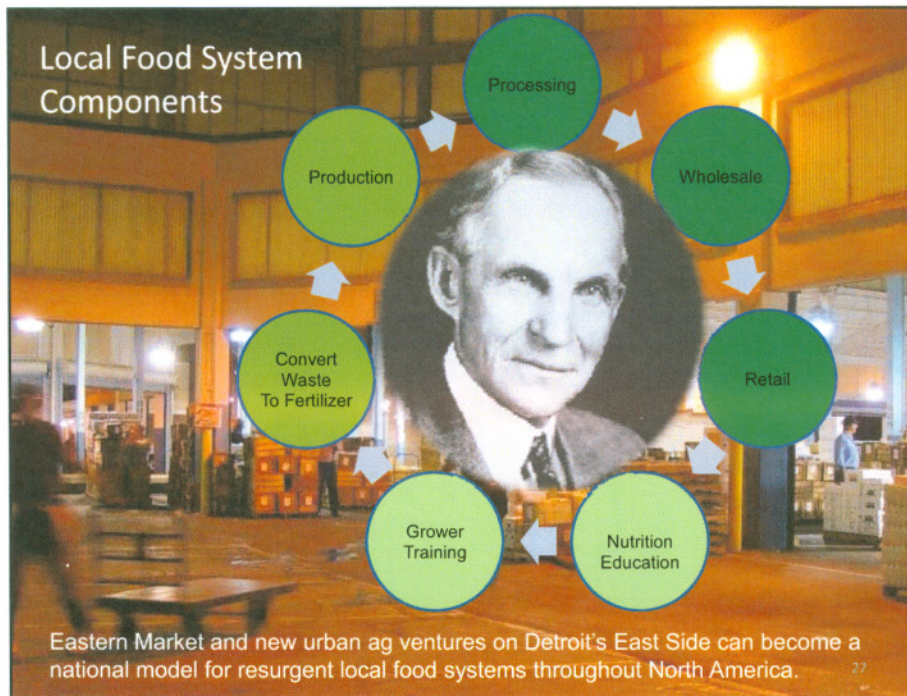
**Grower's Terminal**

- New dock facility to help grow the AM Market at Eastern Market as the preferred location for regional growers
- Refrigerated space to reduce costs and meet more stringent food handling requirements.

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**Eastern Market**  
**National Model Urban Food Hub**





The Greening of Detroit  
Market Garden



**2.5 acre Market Garden in the heart of the Eastern Market District**

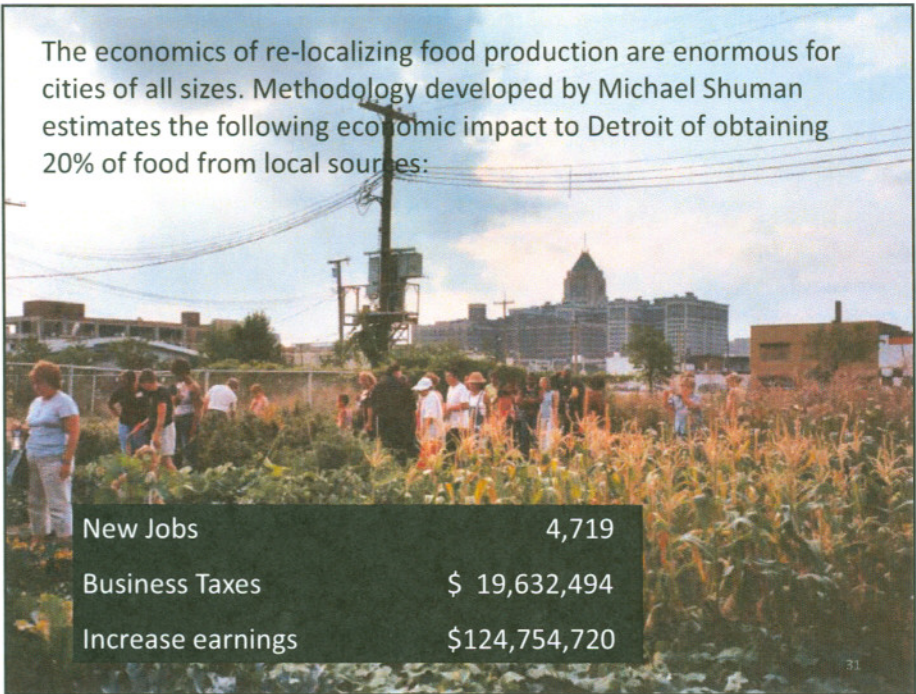
- Greenhouse to grow starter plants for community gardens throughout the city
- Hoop sheds to extend the growing season
- A variety of intense gardens highlighting different planting strategies
- Different garden types
- On site community composting center
- Storage for tools and supplies for community gardens
- Classroom space

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The economics of re-localizing food production are enormous for cities of all sizes. Methodology developed by Michael Shuman estimates the following economic impact to Detroit of obtaining 20% of food from local sources:

New Jobs	4,719
Business Taxes	\$ 19,632,494
Increase earnings	\$124,754,720



### A food centric creative place



Core Values: Connectivity, Density, Mixed-Use, and Authenticity



## Eastern Market District

Eighty independently owned food-related businesses still remain in the one-mile square district adjacent to Eastern Market.

1. Public Market Core
2. Orleans Corridor
3. Rivard/Mack Sector
4. Wilkins Corridor
5. Dequindre Cut
6. Gratiot Avenue Corridor

*As is characteristic of great cities, the boundaries between sub-districts need not be precise. Indeed, it is through their overlap that a truly vital urban character develops.*

The illustrative maps in this document illustrate potential long range m-40. These maps are not intended to represent the exact conditions in which the development will occur.



The proposed sub-districts



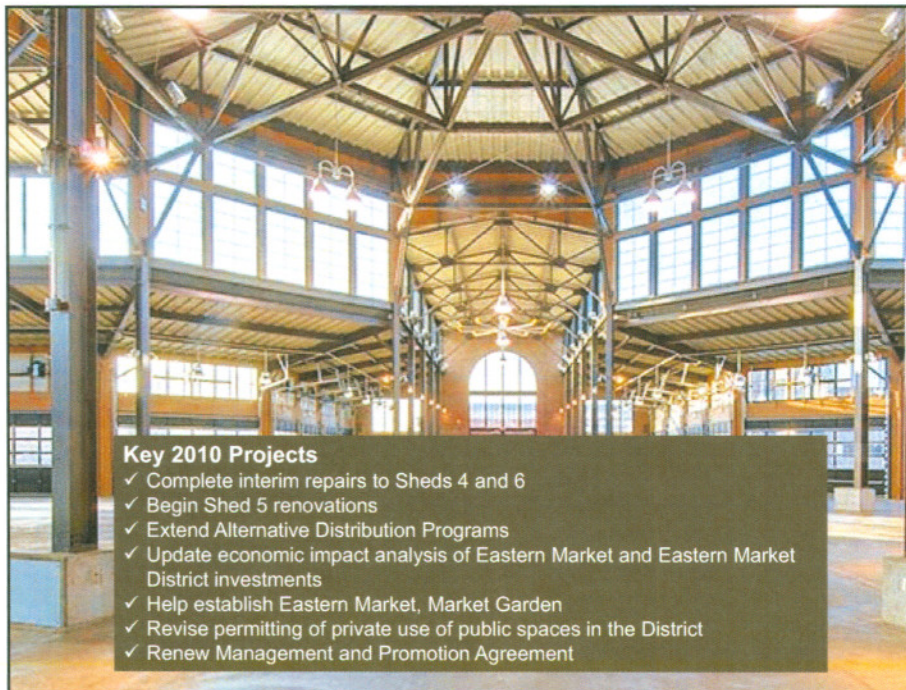
## Improved Connectivity

DeQuindre Greenway opens in 2009



What once connected business with rail freight can now connect residents to jobs.

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## Key 2010 City of Detroit – Eastern Market Issues

### Extension of Management & Promotion Agreement (M&P)

- Renewal M & P agreement which expires in 2011.
- Revise regulation of private use of public space within the district.
- Inclusion of city-owned parking ramp in M&P agreement.
- Ability to enter long term leases for portions of market property.
- On-going support in the form of in-kind services and CDBG funding

### Other

- Formal approval of Eastern Market 360° and EM District Revitalization Strategy Plans.
- Make it easier for businesses to acquire land for expansion.
- Develop an overlay zone to promote urban agriculture experiments.
- Capital improvements to Dequindre Cut Bridges
- Re-opening of Russell Street north of Eastern Market.

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